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OFFICE OF THE SECRETARY
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SECNAVINST 1524.2D
ASN (M&RA)
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SECNAV INSTRUCTION 1524.2D

From: Secretary of the Navy

Subj: POLICIES CONCERNING THE NAVAL POSTGRADUATE SCHOOL

Ref: (a) 10 U.S.C. Chapter 855
(b) SECNAVINST 5200.35F
(c) SECNAVINST 12534.1D
(d) 22 U.S.C. Chapter 32
(e) 5 U.S.C. §4107
(f) 42 U.S.C. §4742
(g) SECNAV M-5214.1

Encl: (1) Responsibilities
(2) Academic Programs
(3) Research
(4) Faculty
(5) Students
(6) Executive and Professional Education
(7) Relationships and Partnerships

1. Purpose. To update and clarify policies concerning the Naval Postgraduate School (NPS), per references (a) through (f). Detailed information pertaining to NPS can be found in enclosures (1) through (7).

2. Cancellation. SECNAVINST 1524.2C.

3. Background. Reference (a) authorizes the operation of NPS under the purview of the Secretary of the Navy (SECNAV). To perform effectively in peace and in war, Navy and Marine Corps officers must understand the technologies inherent to the capabilities of their weapons systems and ships, the way in which such capabilities are synergistically integrated into naval operations, the manner in which operations contribute to the fulfillment of a coherent national strategy, and the way in which resources may be used most efficiently to meet the requirements of such a national strategy. The professional development and education of Navy and Marine Corps officer must therefore, give them both the knowledge to operate in an

increasingly sophisticated technological environment and an appreciation of our nation's defense objectives to include the supporting national defense and maritime strategies. Accordingly, the Department of the Navy (DON) offers a number of professional development and education programs designed to prepare Navy and Marine Corps officers for their challenging leadership roles. NPS is a key part of meeting the higher education needs of the DON. NPS is critical to continued naval maritime dominance, defense imperatives, and national interests.

4. Applicability. This instruction applies to the Offices of the SECNAV, the Chief of Naval Operations (CNO), the Commandant of the Marine Corps, NPS, and all U.S. Navy, U.S. Marine Corps installations, commands, activities, field offices and all other organizational entities within the DON.

5. Policy

a. Rationale for NPS. NPS exists for the primary purpose of increasing the combat effectiveness of the Navy and Marine Corps. It accomplishes this by providing post-baccalaureate degree and non-degree programs in a variety of sub-specialty, academic, and professional areas not available through other educational institutions. NPS also supports the DON through continuing programs of naval and maritime research and through the maintenance of an expert faculty capable of working in, or as advisors to, operational commands, laboratories, systems commands, and headquarters activities of the Navy and Marine Corps. Education is the Navy's asymmetric advantage in developing leaders with the attributes necessary to innovate, adapt, and succeed in planning and delivering maritime joint warfighting and support capabilities; to meet strategic challenges and maintain our maritime dominance; and to exploit strategic opportunities in a dynamic and complex security environment. The unique contributions of NPS to the combat effectiveness of the Navy and the Marine Corps reflect:

(1) Academic Programs: The ability to develop and offer unique, outstanding, defense-relevant academic programs that are unavailable elsewhere. The flexibility in tailoring general education subjects to the particular needs of the military. The ability to effectively meet DON requirements, by creating and adapting relevant programs and terminating obsolete programs

(see enclosure (2) for additional unique qualities of NPS's academic programs).

(2) Research Programs: The development of a program of defense-relevant research, encouraging a professional dialogue among students and faculty engaged in efforts to solve significant military problems. Research assures the continued relevance of NPS faculty capabilities and that the latest processes, materials, and technologies can be transferred to USN and USMC to help strengthen the Nation's defense. Research programs provide relevant thesis and capstone project opportunities for NPS students, provide operational awareness for NPS faculty, and contribute to problem solving and increased capabilities across the Naval Services (see enclosure (3)).

(3) Faculty: The cultivation of a unique pool of specialized faculty whose expertise is particularly relevant and useful to the Department of Defense (DoD) (see enclosure (4)).

(4) Students: The diversity of the student body, which includes members of the other Services, other nations, and government civilians, and provides shared experiences and facilitates relationships that contribute to combat effectiveness and enhances long-term national security (see enclosure (5)).

(5) Professional Education: The ability to provide executive and professional development education programs, informed by the defense expertise in its academic programs and faculty (see enclosure (6)).

(6) Relationships and Partnerships: The ability to establish beneficial relationships and partnerships with DON and DoD entities, with other academic institutions, with industry, and with international military and defense-related government organizations in support of the NPS mission and the Navy (see enclosure (7)).

b. NPS Mission. NPS provides relevant and unique advanced education and research programs to increase the combat effectiveness of commissioned officers of the Naval Service to enhance the security of the United States. In support of the foregoing, and to sustain academic excellence, NPS fosters a program of relevant and meritorious research that provides

thesis and research experiences for NPS students, informs the curricula, supports the needs of the Navy and the DoD, and builds the intellectual capital of NPS faculty. To support the core Navy mission, NPS's programs are inherently joint, inter-agency, and international.

c. General Program Guidance. The programs of education and associated research at NPS must be uniformly excellent and must meet the requirements of the Naval Service:

(1) NPS will strive to benefit the Naval Services through the education of Navy and Marine Corps service members. NPS programs must provide students the latest technological, managerial, and policy knowledge relevant to their future duty assignments, as well as an appreciation of the fundamentals of the maritime strategy and concepts of naval warfare. Such programs must enhance the ability of students to effectively use the knowledge and critical thinking skills gained at NPS in their future military careers.

(2) NPS must support the Navy and Marine Corps with faculty research, faculty advice to DON officials, and work by faculty in operational units, laboratories, systems commands, and headquarters of the Navy and Marine Corps. To that end, NPS will maintain research programs relevant to DON, and DON and NPS will assure continuing interaction between NPS faculty and DON organizations.

(3) To support and enhance the education and research opportunities provided to Navy and Marine Corps personnel, NPS will, within available resources, educate other authorized United States and allied military officers and civilians consistent with the requirements of the individual Services, DoD, and foreign governments.

6. Support of NPS

a. Navy and Marine Corps organizations will work with NPS to ensure that NPS's educational offerings satisfy their requirements. To achieve this objective, DON leaders will, where possible and appropriate, attempt to involve NPS faculty and students in their organizations' operations, activities, and research. DON organizations will cooperate with the President,

NPS to provide experience tours in their organizations for NPS faculty and students.

b. The development and maintenance of educational excellence requires stable and sufficient resource support. Superior faculty and facilities require relatively consistent funding levels for development, maintenance, and growth. The CNO is responsible for ensuring that NPS receives adequate and stable fiscal and manpower support within the DON.

7. Responsibilities. See enclosure (1).

8. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned according to the records disposition schedules found on the Directives and Records Management Division (DRMD) portal page:
<https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/SitePages/Home.aspx>.

b. For questions concerning the management of records related to this instruction or the records disposition schedules, please contact your local Records Manager or the DRMD program office.

9. Reports. The reporting requirement contained in enclosure (1), paragraph 4 is exempt from information collection control, per Part IV, paragraph 7n of reference (g).



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RESPONSIBILITIES

1. The Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA)) is responsible for the overall supervision of the procedural guidance and requirements under this instruction.
2. The CNO is responsible for providing execution oversight and implementing guidance to NPS pursuant to this instruction.
3. The President of NPS is responsible for executing the guidance in this instruction and operating NPS, in accordance with this instruction and supplemental guidance from the CNO.
4. In accordance with reference (b), NPS will establish an internal control system to evaluate and report on the effectiveness of its internal controls. The NPS system of controls should provide reasonable assurance of the following objectives: effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations. Additionally, the NPS President will provide the ASN (M&RA) with a copy of the annual Manager's Internal Control Program (MICP) certification statement, including an internal control evaluation summary, internal control accomplishments, and any identified material weaknesses.

ACADEMIC PROGRAMS

1. Objectives. The objectives of graduate degree programs at NPS are to prepare officers to fill sub-specialty and leadership positions, and to inculcate and reinforce the critical and strategic thinking abilities of the officer corps of the Naval Services.

2. Unique Programs. NPS serves the Naval Services by:

a. Developing and offering unique programs, with associated research opportunities for students, that are unavailable elsewhere because of absence of relevant expertise, experience or interest, or ability to conduct classified research: e.g., Undersea Warfare, Cyber Warfare, Operations Analysis, Combat Systems Science;

b. Tailoring general education subjects to the defense-focused needs and interests of the military: e.g., Systems Engineering, Security Studies, Space Technology, Information Science, Acquisition and Resource Management;

c. Responding to meet DON requirements, rapidly and effectively, by creating and adapting relevant programs, and terminating obsolete programs;

d. Supporting the educational needs of other US military Services, government agencies and international partners to enhance the ability of naval forces to operate in joint, interagency and coalition environments.

3. Guidance. The following direction is provided for implementation by the CNO and the President, NPS.

a. The focus of curricula at NPS will be on increasing the combat effectiveness of the Navy and Marine Corps, and on developing the intellectual, analytical, critical thinking and leadership abilities of the officer corps of the Naval Services.

b. Programs of education will be offered at NPS if programs of comparable cost, quality, and relevance are not readily available at other institutions.

c. Within available resources and in support of the core naval mission, curricula will be offered to other authorized United States and allied military officers and civilians.

d. The President of NPS will ensure that all educational programs at NPS are uniformly excellent. The President will assure that NPS maintains recognized accreditation as a graduate university.

e. Graduate degree and non-degree programs in technical, non-technical, and interdisciplinary fields will be established by the President of NPS in response to Navy and Marine Corps requirements.

f. NPS may conduct education pilot programs to establish new naval curricula to meet emerging naval requirements. Pilot programs will have a well-defined purpose, targeted population, and identified sources of funding.

g. Resident DON students will have the opportunity to participate in strategy and naval warfare focused courses embedded within their respective curricula, as well as in the Joint Professional Military Education (JPME) offered through the Naval War College program and the United States Marine Corps Command and Staff College Distance Education Seminar Program at NPS. JPME provides courses in strategy and war, national security decision making, and joint maritime operations.

h. Each curriculum leading to an academic degree will be formally reviewed every two years by the curriculum sponsor. NPS will maintain an ongoing dialog with curriculum sponsors to ensure curriculum relevancy, sound investment of limited resources, and that educational content fulfills the needs of the DON.

i. The President of NPS will conduct an active professional lecture series for Navy and Marine Corps students at the School. Lectures by high-level authorities will be scheduled at regular intervals during the academic year with the objective of bringing a broad level of awareness of current defense and national security topics to the faculty and students at NPS.

RESEARCH

1. The collaborative generation of new knowledge through research is an essential component of graduate education. An active academic research program is vital to the quality of education provided to students, the attraction and retention of exceptional faculty members, and the provision of directly relevant deliverables to government sponsors.
2. Primarily, relevant research informs NPS graduate level curricula and ensures that classroom instruction is informed, relevant, and current. NPS students are the greatest beneficiaries of the wide range of relevant research programs available to them and this research enterprise underpins graduate-level thesis and capstone work. It also enables faculty to stay current with cutting edge issues of their disciplines, make progress in answering problems of importance to the DON, understand major technical and scientific issues facing Naval forces, and involve students in attacking some of the most complex problems of today and into the future.
3. As a top-tier post-graduate institute, NPS will continue to engage in the research necessary to meet the needs of the students, faculty, and the DON. The President of NPS may accept qualifying research grants under the conditions of section 8550 of reference (a).

FACULTY

1. Faculty at NPS will be fully competent in their areas of academic expertise, and they will also be able to apply their expertise in support of naval and defense priorities. DON and NPS policies will support the selection and the development of faculty at NPS having both academic and defense expertise.

2. Faculty programs will emphasize and reward teaching excellence; consulting expertise with operational commands and other DON organizations; contributions to the work of DON laboratories, systems commands, and headquarters staffs; and other faculty efforts, which enhance the effectiveness and prestige of the Naval Services. Civilian faculty compensation is governed by reference (c). The NPS faculty evaluation system for pay, promotion, and tenure will reflect an emphasis on:

- a. The quality of instruction;
- b. Faculty contributions to knowledge, e.g., publications and research; and
- c. The active application of knowledge to the missions of the Navy, the Marine Corps, and other Services through consultation with and in support of operational commands, DON and DoD laboratories, systems commands, headquarters staffs, and other DoD and U.S. Government entities.

STUDENTS

1. In accordance with reference (a), the primary function of NPS is the instruction and education of Naval officers. The inclusion of a variety of students into the classroom enhances the learning experience overall. Additionally, the broader understanding and crossover engagement ultimately enhances the combat effectiveness of the Navy and Marine Corps.

2. NPS may admit qualified students as follows:

a. Other U.S. military officers and enlisted members under the conditions of section 8545 of reference (a);

b. Military officers of foreign countries under the conditions of section 8546 of reference (a) and civilians of foreign countries under the conditions of section 2347 of reference (d);

c. Students from regionally accredited institutions of higher learning having a reciprocal agreement with NPS under the conditions of section 8547 of reference (a);

d. Defense industry civilians under the conditions of section 8549 of reference (a);

e. DoD and other Federal Government civilians under the conditions of reference (e);

f. State and local government employees for federal professional training programs under the conditions set forth in reference (f).

EXECUTIVE AND PROFESSIONAL EDUCATION

1. Continuing education throughout a career is essential to maintaining the quality and effectiveness of the Naval force. NPS will provide executive education and professional development programs that support innovation and intellectual growth throughout the careers of the Naval force.
2. NPS may provide executive and professional development education to support the joint and total force, and international partners. These activities may include education in support of security assistance requirements.
3. NPS will provide executive and professional education as an extension of NPS's academic programs, leveraging the DON and DoD expertise of the NPS faculty.

RELATIONSHIPS AND PARTNERSHIPS

1. In performing its mission, NPS will maintain ongoing relationships and partnerships with DON and DoD entities to enhance the quality and relevance of its academic and research programs.
2. As appropriate, NPS will develop and maintain relationships and partnerships with other academic institutions, both civilian and military, and with wider industry and government entities, to support the Navy and DON, consistent with all applicable laws, rules, and regulations.
3. As appropriate, NPS will develop and maintain relationships and partnerships with military and defense-related civilian government organizations of other nations with regard to graduate-level and continuing education in support of DoD programs, consistent with all applicable laws, rules, and regulations.